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- 18 -

III. THE RELATIONSHIP OF COVERT TRAINING TO THE CLANDESTINE SERVICES,
OR THE "CUSTOMER", AND PARTICULARLY THE PROBLEM OF UTILIZATION
OF COVERT TRAINING BY THE CLANDESTINE SERVICES

Two years ago I discussed the above topic under three subheadings:

- a. Efforts to improve and stop the "filling station" approach.
- b. Effectiveness of the Covert Training program in relation to the Desk handling of the project or agent.
- c. The need for "knowledgeable" people.

With respect to the first point, we might on the one hand consider ourselves successful in many respects. For instance, we have refused to honor any request to give "Basic Tradecraft" in three days, and to give training for training's sake, or to keep an agent busy when Desk personnel did not know what to do with him. With the aid of the Senior Staff training officers, [redacted]

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[redacted] it has been possible to subject training requests to close scrutiny and to set up appropriate training. Having been consistently committed to the full extent of our capacity we have been able to avoid frivolous and meaningless requests. On the other hand, the attitude of many Desk people in the Clandestine Services continues to be that OTR/Covert Training is a support element functioning in the manner of a vending machine where if you drop a dime and push the necessary buttons, a cup of coffee comes out. We have had Desk personnel call us on Thursday with a request to present a lecture to a visiting foreign intelligence officer the following Monday. In connection with an important liaison project we recently had a case officer completely ignore the required paper work despite our repeated admonitions. He left us entirely without basis for preparation, and then confronted us on Friday at 4:15 p.m. with emphatic insistence that the program be started the following Monday. It required discussion with the Desk officer's Branch Chief to convince him that adequate preparation was a necessary adjunct to a meaningful training program.

An increased interest on the part of the Senior Staff training officers has proportionately also increased the effectiveness of Covert Training. By injecting themselves into training situations at an early date, they have changed a number of poorly defined training requests into appropriate, meaningful, and orderly requests. Frequently, by asking the appropriate question the

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- 19 -

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interest of senior personnel in the Branches has been aroused to a point where their influence has brought logic and order into most confusing situations. In one such case, we went from a request to train [REDACTED]

[REDACTED]

to the training requirement in question. There is still a great deal of assignment of "coordination" of training requirements to a junior officer on the Desk, since a "chore" is involved. I'm not too sure that this will ever be changed. It often results in poor communications between Covert Training and the Branch, since junior personnel only too frequently cannot answer substantive questions and their relay of the Branch Chief's thoughts is often inaccurate. Part of the job of the senior OTR personnel (the Chief, Covert Training, the Chiefs of Base, and the Chief Instructors) is to compensate for this lack of communication. This often is a laborious process. I feel, however, that we have learned to bear with this, and that in most cases an extension of our effort beyond our normal responsibility results in the creation of an effective program. This points to what has previously been expressed, namely, that the determination of what training, with respect to substance, length, and approach, is one of the most important functions of Covert Training personnel.

If I may be permitted to close these comments on a philosophical plane, I feel that the comments made in April 1959 are a good "statement of the problem" and its discussion. Having once done that, I can only say that it has not changed a great deal. Its solution lies as much in the recognition of what exists and the realization that a major portion of the Covert Training staff is to accept it, recognize it, and expertly deal with it. Only thus can we insure the proper and profitable utilization of the highly qualified training asset and capacity which Covert Training represents.

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